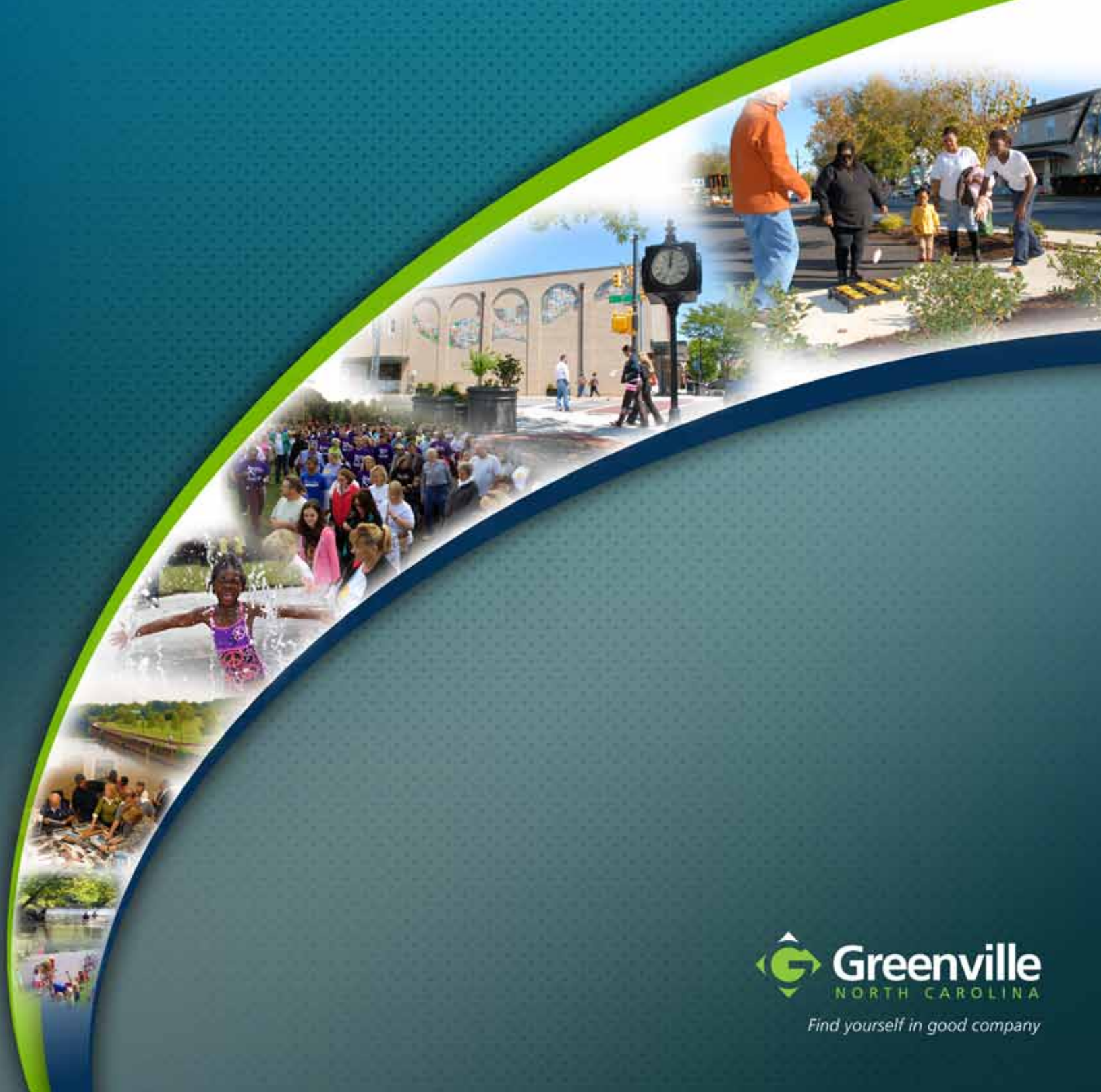


City of Greenville
STRATEGIC PLAN
2014–2015



Find yourself in good company

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cityPROFILE

As the cultural, educational and economic hub of Eastern North Carolina, Greenville is expansive; it rewards the curious imagination and the entrepreneurial mind. Its natural blend of small-town friendly atmosphere and metropolitan area amenities help create a diverse, neighborly, business-friendly, college community with connections and resources normally only found in much larger cities.

With a population of more than 87,000 and the expectation of surpassing 100,000 by 2020, Greenville has quickly grown to become the 10th largest city in North Carolina. Located just inland of the North Carolina coast, East of I-95, more than 20 parks grace Greenville's landscape.

If you're an outdoor enthusiast, you'll find enough adventure and scenic beauty here to fill up the canvas of your days, and plenty of like-minded people who share your respect for the grandeur of nature, love of relaxing under the shade of oaks, or joy of hiking down a path that leads you not to the trail's end, but to the conclusion that this is where you belong.

The smart thinking, hard work, and optimism that once made Greenville a leading marketer of tobacco are still prevalent, though now guiding the area's technology focus with its many bioscience and robotics breakthroughs.

Find yourself in Greenville, North Carolina; you'll find yourself in good company.

CITYCOUNCIL 2013-2015



Allen Thomas
Mayor



Calvin Mercer
Mayor Pro-Tem/
At-Large

The City operates under the Council-Manager form of government wherein the elected City Council establishes policy and hires a professional City Manager to implement their policy and run the day-to-day operations of City government. The Greenville City Council is comprised of seven members including a Mayor and one at-large member voted on city-wide and five members voted on by residents of the City's five voting districts. Nonpartisan elections are held every two years for all City Council seats, including the Mayor.



Kandie Smith
District #1



Rose Glover
District #2



Marion Blackburn
District #3



Rick Smiley
District #4



Rick Croskery
District #5

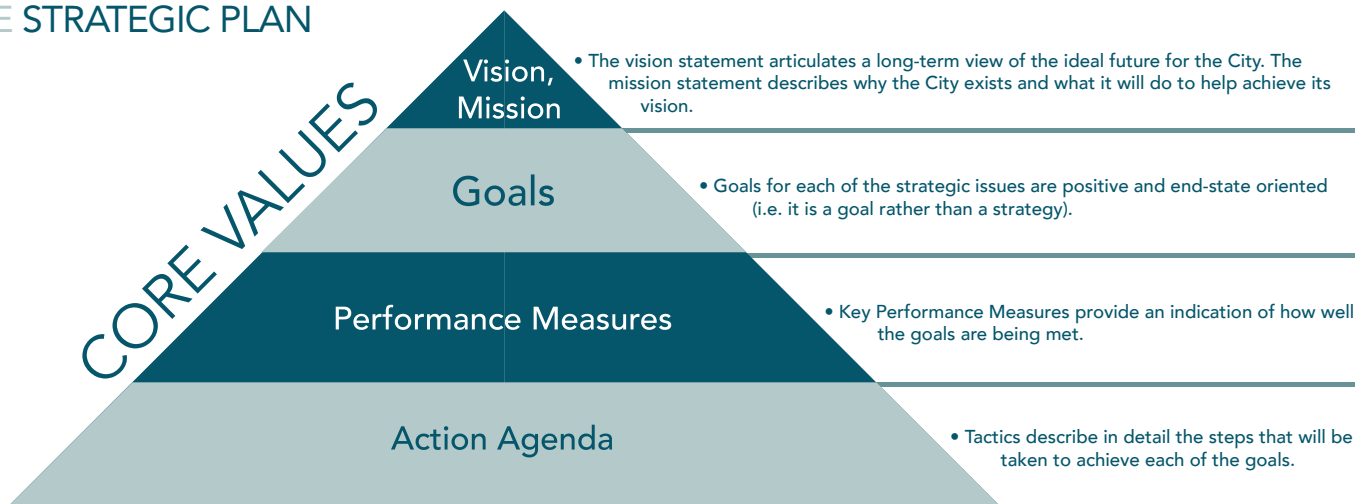
LETTER FROM THE MANAGER

Dear Greenville City Council, Residents and Employees,

Over the past decade, the Greenville City Council has annually or bi-annually adopted “strategic” goals and related action items. The action items have effectively been used as a “work plan” for staff, with progress being reported to City Council every six months. While this process has generally been viewed as positive, best practices dictate that a true strategic planning process should be based upon a shared vision and include a mission statement, organizational values, goals, performance measures and tactics.



THE STRATEGIC PLAN



To this end, staff has worked over the past four months to gather citizen, employee and City Council input to build the foundation on which this Strategic Plan has been developed. It should serve as the foundation for City initiatives over the next several years with annual updates to the tactics used. The plan will be used to guide and direct the City’s energies, financial resources and planning in almost every area of local government. By adopting the plan, City Council is setting the direction for the community.

I would like to thank all of the participants in this process for their time and effort—from the citizens to the staff to the consultants to the City Council. Your contributions were critical in creating a strategic plan that truly reflects the community’s vision and values.

We each have a role to play in making this plan come to fruition; from making sure the organization has the resources it needs to support the vision, to actually implementing the tactics and achieving the goals, not just short term, but for the long haul. Working together, the community, staff, and Council can use this plan as a roadmap to achieve the shared vision. In doing so, we will all find ourselves in good company in Greenville, the hub of Eastern North Carolina.

Sincerely,

Barbara Lipscomb
City Manager

The City of Greenville is guided by a strategic planning process. The Strategic Plan is comprised of the Vision for the community, the organizational Mission and Values, 5-Year Goals that support the long-term vision, and annual Tactics intended to advance towards achieving the goals. City Council meets annually to refine the elements that comprise the Strategic Plan to ensure that it is reflective of the changing needs of our community.

This approach aligns City programs and resources with long-term goals, brings critical needs into focus, and provides an organizational roadmap for success. The Strategic Plan is a blueprint which guides decision making and resource allocation. The City is a result-oriented organization and, as such, evaluates and reports on the advancement of the Strategic Plan to ensure accountability.

VISION STATEMENT

The City of Greenville is a vibrant, innovative, and inclusive community with unique and sustainable neighborhoods; an abundance of first-class arts, cultural and recreational opportunities; well-maintained and cost-effective infrastructure; a diversity of transportation options; and a strong business climate supported by entrepreneurialism and top-quality educational institutions.

MISSION STATEMENT

The City of Greenville's mission is to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.

GOALS

GOAL 1: DYNAMIC AND INVITING COMMUNITY

The City of Greenville will be a dynamic and inviting community with an abundance of arts, cultural and recreational venues, parks and open spaces, greenways and other transportation alternatives, clean and attractive streetscapes, and well-designed public spaces and private developments.

GOAL 2: ECONOMIC DEVELOPMENT

Provide a strong economic climate that supports entrepreneurialism, innovation, a diversity of businesses that provide a range of employment opportunities, and tax base growth that provides fiscal sustainability for the delivery of high-quality City services.

GOAL 3: WELL MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION

Provide a well-managed City government that utilizes its motivated, qualified and professional workforce to provide innovative and effective methods of service delivery in a forward-thinking and fiscally sustainable manner.

GOAL 4: INFRASTRUCTURE

Promote a sustainable and accessible city through quality, efficient, and well-maintained infrastructure.

GOAL 5: QUALITY NEIGHBORHOODS

The City of Greenville will provide an environment that produces and maintains high-quality neighborhoods that are attractive, well-designed, and sustainable providing citizens a variety of housing choices.

GOAL 6: SAFE COMMUNITY

The City of Greenville will collaborate with citizens, businesses, and visitors to provide a safe community.

PLAN DEVELOPMENT PROCESS

The City of Greenville's strategic planning process consists of four key phases as depicted below.



PHASE 1: CITIZEN AND STAFF INPUT

The first phase of developing the Strategic Plan involved soliciting input from citizens and staff.

CITIZEN INPUT

Citizen input was gathered by conducting a citizen survey completed by 843 City residents in January, 2014. This survey identified the types of services City citizens value and how satisfied they are with how the City provides those services. ETC Institute administered the survey for the City to ensure that the results were demographically representative of the community. Key findings from the survey include...

- Greenville scored higher than the national and regional averages for satisfaction with the quality of services provided by the City.
- Citizens were least satisfied with management of traffic flow on City streets and overall maintenance of City streets and sidewalks.
- Police and Fire/Rescue services are the most important to citizens, followed by traffic flow, sanitation services, and maintenance of City streets and sidewalks.
- Public safety, economic development, and infrastructure were rated as the most important focus areas for the City.

STAFF INPUT

In December, 2013, the City conducted a Senior Management Team Retreat to gather staff input on various topics to be discussed at the City Council Strategic Planning Retreat. This effort focused primarily upon developing a draft History Map, Current Environment Scan, and Goals. This retreat was facilitated by Fountainworks, the same professional facilitator later used for the City Council Strategic Planning Retreat.

Recognizing that the organizational values adopted as part of the plan should be utilized at all levels of the organization, all City employees were surveyed regarding which values they felt were most applicable to them. The results of this survey determined the values that were included as part of the plan.



PHASE 2: CITY COUNCIL STRATEGIC PLANNING RETREAT

On January 24 and 25, 2014, City Council conducted a Strategic Planning Retreat to review the input gathered from citizens and staff and to begin developing the strategic plan elements. Prior to the retreat, City Council members were individually interviewed by the facilitator to explain the retreat agenda and process and to determine what they wanted to achieve through the process. Below is a brief review of the activities conducted during the two-day retreat.

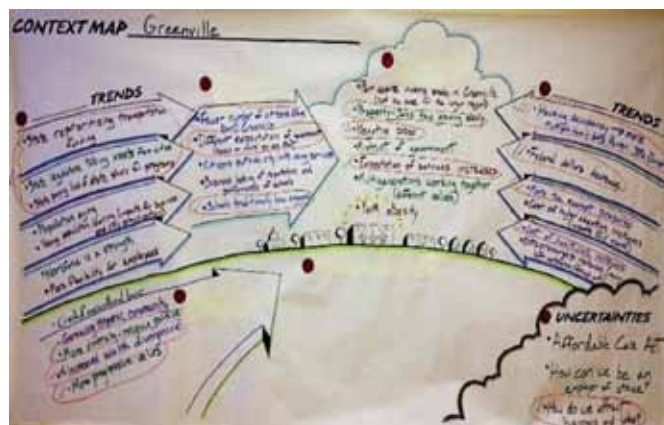
REVIEWING GREENVILLE'S HISTORY

The City Council reviewed a graphic depiction of key events that occurred in the City over the past decade that had been developed by the Senior Management Team. Council members discussed the events identified and orally added additional key events. The history review allowed for reflection on the progress the City has made over the past decade and what we have learned from past experiences.



CURRENT ENVIRONMENT SCAN

Staff then shared the preliminary results of the Citizen Survey with City Council (see Phase 1 under Plan Development Process).





City Council reviewed and added to a Context Map depicting the trends and uncertainties of our current environment. Those trends and uncertainties that City Council felt needed the most attention included the following:

Housing occupancy (62% renter)	State reducing cost-share for programs
Property/sales tax growing slowly	Fewer number of citizens from here
Federal Funding Decreasing	Different expectations of government
Increased wealth divergence	More tax-exempt property
Negative press	Cost of healthcare rising
State transportation funding	More diversity / progressive values
State taking assets from cities	How to attract business and jobs?

STAFF PRESENTATIONS

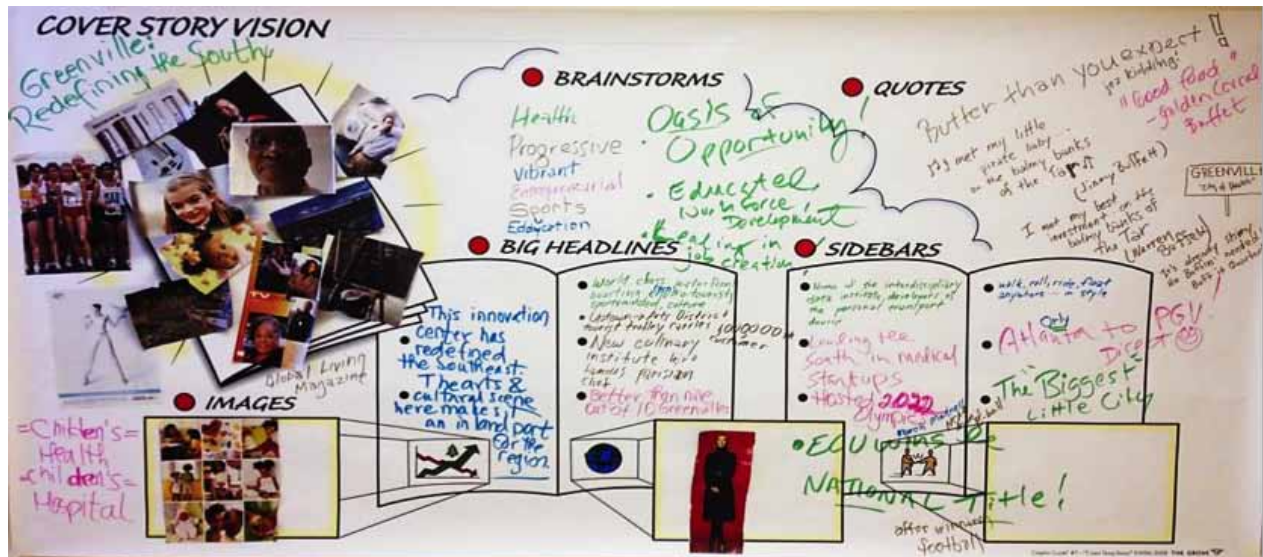
City staff made three presentations related to City finances and facilities. They included:

- A Current Year Financial Update presentation by Financial Services Director Bernita Demery.
- A presentation on the 5-Year General Fund Projections by Assistant City Manager Chris Padgett.
- A Facility Maintenance Program presentation by Public Works Director Kevin Mulligan.

VISIONING EXERCISE

This exercise allowed Council members to be creative as they were divided into two groups and asked to develop a Cover Story related to the City of Greenville in 2034. The two headlines created were:

- Best City in America to Raise a Child! Greenville, NC!
- Greenville: Redefining the South



Some of the vision themes that came out of this exercise included:

- Culture, Open Spaces, Parks
- Forward Looking / Planning for Future
- Innovative / Entrepreneurship
- Safe / Welcoming
- Jobs for Everyone
- Quality Education System / Well Trained Workforce
- Healthy / Fun / Progressive

City Council reviewed the City's current Mission Statement and provided input regarding potential modifications. They also reviewed eleven potential Value Statements and agreed to allow City employees to choose those that they felt were the most important to the organization.

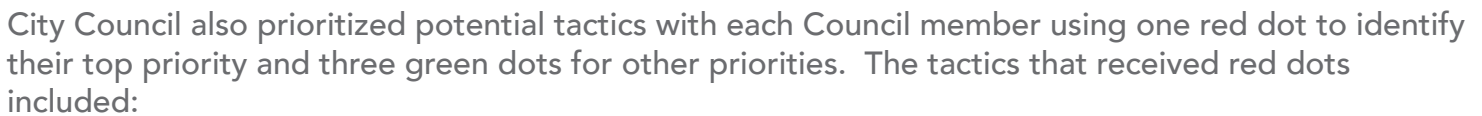
The image shows a hand-drawn mind map on a whiteboard, centered around the topic of "Economic Development". The central node is a pink box labeled "Economic Development". Three main branches radiate from this center:

- Top Branch (VISION):** A yellow box labeled "VISION". It further branches into:
 - "Partnerships" (yellow box)
 - "Human Capital" (green box)
 - "Prepared Resources that Enhance Competitiveness" (yellow box)
- Left Branch (New Business Incubation):** A yellow box labeled "New Business Incubation". It further branches into:
 - "Partnerships" (yellow box)
 - "Human Capital" (green box)
 - "New Products" (pink box)
- Right Branch (Targeted Geographic):** A yellow box labeled "Targeted Geographic". It further branches into:
 - "Human Capital" (green box)
 - "Prepared Resources that Enhance Competitiveness" (yellow box)
 - "Targeted Geographic" (yellow box)

At the bottom of the map, there is a structure resembling a building or a foundation, divided into sections:

- Left Section:** A pink box labeled "Services" and a pink box labeled "Products".
- Middle Section:** A green box labeled "Human Capital", a green box labeled "Connect Networks with Skills", and a green box labeled "Innovation".
- Right Section:** A pink box labeled "CHALLENGES".

The entire mind map is surrounded by numerous sticky notes with additional ideas and notes, such as "Partnerships", "Human Capital", "Prepared Resources that Enhance Competitiveness", "New Products", "Targeted Geographic", "Services", "Products", "Innovation", and "CHALLENGES".



- ## PHASE 3: PLAN DEVELOPMENT, REVIEW AND APPROVAL

PHASE 4: PLAN IMPLEMENTATION

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VISION STATEMENT

The City of Greenville is a vibrant, innovative, and inclusive community with unique and sustainable neighborhoods; an abundance of first-class arts, cultural and recreational opportunities; well-maintained and cost-effective infrastructure; a diversity of transportation options; and a strong business climate supported by entrepreneurialism and top-quality educational institutions.

MISSION STATEMENT

The City of Greenville’s mission is to provide all citizens with high-quality services in an open, inclusive, professional manner, ensuring a community of excellence now and in the future.

VALUES

INTEGRITY

We will be truthful, dependable, and fair in all actions.

RESPECT

We will value each person for their thoughts, opinions, and diversity.

PROFESSIONALISM

We will be professional and efficient in our work.

FAIRNESS AND EQUITY

We will practice fairness and equity in all decisions.

TEAMWORK

We will work together in a shared responsibility of service.

ACCOUNTABILITY

We will be accountable for our actions and decisions to all we serve.

COMMITMENT TO SERVICE AND EXCELLENCE

We will strive for excellence and be committed to providing high-quality services to our customers/ citizens.



GOALS, PERFORMANCE MEASURES AND TACTICS

Drawing from the exercises conducted during City Council's Strategic Planning Retreat, six goals emerged that must be addressed to successfully achieve the Vision. These goals provide the framework for the Tactics that should be addressed in the coming fiscal year. The City of Greenville's goals, the performance measures designed to monitor the success at achieving them, and the current year Tactics are described in detail below.

GOAL 1: DYNAMIC AND INVITING COMMUNITY

The City of Greenville will be a dynamic and inviting community with an abundance of arts, cultural and recreational venues, parks and open spaces, greenways and other transportation alternatives, clean and attractive streetscapes, and well-designed public spaces and private developments.

Performance Measures

1. Resident satisfaction with various aspects of Recreation and Parks (data from biennial Citizen Survey)
2. Park land per capita (acres per 1,000 residents)
3. Participation in City athletic programs (# of participants)
4. Participation in City arts programs (# of participants)
5. Greenways per capita (miles per 1,000 residents)
6. GREAT Ridership (total # of passengers)
7. Number of public events held in the Uptown area
8. Number of new trees planted by City and/or partners on public property and within public rights-of-way

CURRENT YEAR TACTICS	LEAD DEPARTMENT(S)
1. Well-Planned City <p>1a. Development Standards—Review existing development standards (i.e. zoning ordinance and subdivision regulations) to identify substantive modifications that would result in better implementation of the vision, policies and objectives of <i>Horizon's: Greenville's Community Plan</i>.</p> <p>1b. Comprehensive Plan Update—Initiate a scheduled Major Update of <i>Horizon's: Greenville's Community Plan</i>.</p>	Community Development
2. Arts, Culture, Recreation, & Parks <p>2a. Town Common Improvements—Finalize specific improvements for project phasing, identify funding source(s) for Phase 1 improvements, and develop construction plans for Phase 1 improvements.</p> <p>2b. Comprehensive Recreation and Parks Master Plan—Initiate and complete scheduled 5-year update of the Comprehensive Recreation and Parks Master Plan.</p> <p>2c. South Greenville Recreation Center Design—Continue to pursue a partnership with Pitt County Schools to jointly pursue a new South Greenville Recreation Center facility to begin with a design process.</p> <p>2d. Tar River Legacy Plan—Complete the public input process and plan development associated with the Tar River Legacy Plan and present the final plan to City Council.</p> <p>2e. Arts Partnerships—Continue public arts partnerships with Pitt County Arts Council and Greenville Museum of Art.</p> <p>2f. Public Art—Identify opportunities for the inclusion of public art in public spaces and facilities.</p>	<p>Recreation & Parks</p> <p>Community Development & City Manager's Office</p> <p>Community Development, Public Works, and Recreation & Parks</p>
3. Transportation Alternatives <p>3a. Short-Range Transit Plan—Complete plan and present to City Council.</p> <p>3b. West 5th Street Phase II Streetscape—Complete design work associated with the West 5th Street Phase II Streetscape improvements project.</p> <p>3c. Green Mill Run Greenway, Phase 2 (Sections 2–3)—Complete right-of-way and easement acquisition, contract award and begin construction (construction to be completed November 2015).</p> <p>3d. South Tar Greenway, Phase 3—Complete design and right-of-way/easement acquisition.</p> <p>3e. East 10th Street Traffic Management and Pedestrian Safety Initiative—Actively participate in East 10th Street Traffic Management and Pedestrian Safety Initiative being conducted by NCDOT.</p>	<p>Public Works</p> <p>Community Development and Public Works</p> <p>Public Works</p>
4. Inviting Community <p>4a. Uptown Events—Continue to partner with Uptown Greenville and others to provide quality events and entertainment in the Uptown area.</p> <p>4b. Street Trees—Partner with ReLeaf to plant new street trees along primary corridors and/or in neighborhoods.</p> <p>4c. Animal Welfare—Continue public information efforts related to animal welfare.</p>	<p>City Manager's Office, Community Development, and Recreation & Parks</p> <p>Community Development and Public Works</p> <p>Public Information Office and Police</p>



GOAL 2: ECONOMIC DEVELOPMENT

Provide a strong economic climate that supports entrepreneurialism, innovation, a diversity of businesses that provide a range of employment opportunities, and tax base growth that provides fiscal sustainability for the delivery of high-quality City services.

Performance Measures

1. Tax base (total valuation)
2. Taxable tax base (total valuation subject to ad valorem taxes)
3. Total business licenses issued
4. Taxable sales per capita
5. Value of new construction (building permit value)
6. Average hotel occupancy rate
7. Unemployment rate



1. Economic Development Strategic Plan—

Fully implement the current year's initiatives associated with the Economic Development Strategic Plan. Current year activities include:

Community Development

- 1a. Talent Development
 - Continue support of Operation Re-Entry veteran training initiative.
 - Develop a career fair to link underserved populations with employers and resources.
 - Continue partnerships with PCC, United Way and other agencies to ensure that the local workforce is ready to fill technology-based 21st Century jobs.
- 1b. Business Attraction and Retention
 - Continue implementation of Business Retention and Expansion (BRE) program to include North Greenville business survey.
 - Continue recruitment of target sector businesses.
 - Continue support for SEED and other entrepreneurial initiatives.
 - Launch Uptown Retail Challenge grant.
 - Continue funding for Small Business Plan Competition.
 - Develop fund that allows for required match to state incentives.
- 1c. Product Development
 - Complete study phase and begin implementation phase of Dickinson Market Study elements related to urban technology park and tech transfer facility partnership with ECU to include opportunities for broadband advantages.
 - Continue discussions with private sector developers regarding creation of office and retail space.
 - Continue discussions with PGV on business recruitment opportunities at the airport.
 - Work with partners to identify opportunities for the development of culinary and arts incubators.
- 1d. Quality of Life
 - Continue discussions with partners to redevelop Uptown Theatre and with ECU to develop a performing arts center in Uptown Greenville.
 - Continue work with CVB, Chamber, and other partners on sports attraction and development including BMX.
 - Work with regional partners to explore opportunities to attract retirees.
 - Continue partnership with Go-Science to open science museum and education center in Uptown Greenville.
- 1e. Urban Revitalization
 - Complete implementation of the priority and carry-over projects in the Redevelopment Commission's work plan.
 - Develop recommendations to City Council on priority projects and funding sources to carry Redevelopment Plan forward.
 - Continue assessment and clean-up work through EPA Brownfield program.
 - Implement items in City's Annual Action Plan for HUD-funded activities.
- 1f. Marketing
 - Continue development and distribution of sector-specific marketing collateral for target sectors.
 - Promote Greenville at target sector trade shows.
 - Co-promote Greenville MSA with Department of Commerce, ElectriCities, Pitt County Development Commission and NC East Alliance at trade shows and site selector events.
 - Work with regional partners to host periodic site selector tours of the Greenville MSA.



GOAL 3: WELL-MANAGED AND FISCALLY SUSTAINABLE CITY ORGANIZATION

Provide a well-managed City government that utilizes its motivated, qualified and professional workforce to provide innovative and effective methods of service delivery in a forward-thinking and fiscally sustainable manner.

Performance Measures

1. Bond Rating
2. Unassigned Fund Balance as a % of General Fund
3. Property tax growth (% growth and total per capita)
4. General government debt per capita
5. Year-end results of Enterprise Funds (Sanitation and Stormwater)
6. Recycling participation rate
7. Resident satisfaction with City services (data from biennial Citizen Survey)



CURRENT YEAR TACTICS		LEAD DEPARTMENT(S)
1. Organizational Optimization		
1a. Update Personnel Policies—Conduct a comprehensive review and re-write of the City’s personnel policies to ensure that they reflect best practices and current legal standards.		Human Resources
1b. Performance Evaluation System—Develop a new performance evaluation system for City employees that is equitable and based on best practices. This system will be used as the foundation for a pay for performance (merit) program.		
1c. Human Resources and Financial Services Modifications—Implement organizational and operational modifications in the Human Resources and Financial Services Departments based upon the results of the operational evaluations conducted for those departments.		City Manager’s Office, Human Resources, and Financial Services
1d. City Council Terms—Develop a report outlining the process and potential advantages and disadvantages of pursuing a charter amendment to extend the length of City Council terms for Council’s consideration.		City Manager’s Office and City Attorney’s Office
2. Fiscal Sustainability		
2a. Health Insurance Benefits Strategic Plan—Collaborate with GUC to develop a Strategic Plan for health insurance benefits that ensures that these benefits are in line with market and financially sustainable.		City Manager’s Office and Human Resources
2b. Local Vendor Preference Policy Implementation—Implement first year of policy.		Financial Services
2c. Privilege License Cap Review—Develop a report outlining potential alternative modifications to the current privilege license cap for City Council’s consideration.		Financial Services and City Attorney’s Office
2d. Sanitation Automation Plan—Continue to implement sanitation automation plan.		Public Works
3. Communication and Collaboration		
3a. City Website—Complete and launch redesign of City Website.		Information Technology and Public Information Office
3b. City Compass—Facilitate increased use of City Compass through education and promotion to streamline and enhance customer service for citizens.		Public Information Office
3c. Collaboration with Partners—Continue development of positive relationships with community partners and actively pursue opportunities for collaborations that will benefit the community.		All Departments



GOAL 4: INFRASTRUCTURE

Promote a sustainable and accessible city through quality, efficient, and well-maintained infrastructure.

Performance Measures

1. Street improvements (linear footage resurfaced - including micro-surfacing)
2. Sidewalk improvements (linear footage constructed or reconstructed/repaired)
3. Resident satisfaction with overall maintenance of City streets and sidewalks (data from biennial Citizen Survey)
4. Resident satisfaction with the adequacy of public parking in Uptown Greenville (data from biennial Citizen Survey)
5. Capital projects completed on schedule and within budget (%)



CURRENT YEAR TACTICS		LEAD DEPARTMENT(S)
1. Maintenance and/or Improvement of Existing Infrastructure		
1a.	Facility Maintenance Plan—Fully implement proposed plan.	City Manager's Office, Public Works, and Recreation & Parks
1b.	Town Creek Culvert Project—Complete design, obtain required permit approvals and begin construction.	Public Works
1c.	Street and Sidewalk Improvements—Incrementally increase annual budget allocations for street and sidewalk improvements with the objective of achieving a 20-year resurfacing schedule in the next 5 years and continuing progress on identified sidewalk needs.	City Manager's Office and Public Works
1d.	Traffic Signal Timing—Coordinate with NCDOT to initiate optimization of traffic signal timing along Greenville Boulevard between Memorial Drive and 10th Street.	Public Works
2. New Infrastructure		
2a.	Uptown Parking Deck—Complete design, financing, and construction.	Public Works
2b.	Greenville Transportation Activity Center—Complete environmental permitting, obtain additional project funding through FTA/NCDOT and begin property acquisition and final design.	
2c.	Convention Center Expansion—Complete land acquisition, design, and financing and begin construction on proposed expansion and improvement project.	City Manager's Office, City Attorney's Office, Public Works, and Financial Services
2d.	ERP System Replacement—Begin implementation process for new ERP system to include year-one project tasks.	Information Technology and Financial Services
3. Policy and Planning		
3a.	Southwest Bypass Highway Project—Continue due diligence regarding alternative funding opportunity.	City Manager's Office, Public Works, and Financial Services
3b.	"Gig-City" Public/Private Partnership—Bring together public and private entities to discuss the feasibility of creating a public /private partnership for the development of a metropolitan fiber optic backbone resulting in high-speed (1,000Mb/sec or 1 gig) broadband speed internet services and potentially other services. This would be comparable to Google's Gig City projects.	City Manager's Office, Information Technology, and Office of Economic Development
3c.	LED Street Lights—Collaborate with GUC to develop a cost effective process to transition the City's street lights to LED and report outcomes to City Council.	City Manager's Office and Public Works
3d.	Stormwater Basin Modeling and Inventory—Develop hydraulic modeling of the City's watersheds and inventory of stormwater infrastructure to determine required system improvements.	Public Works



GOAL 5: QUALITY NEIGHBORHOODS

The City of Greenville will provide an environment that produces and maintains high-quality neighborhoods that are attractive, well-designed, and sustainable providing citizens a variety of housing choices.

Performance Measures

1. Number of active neighborhood associations.
2. Households represented by a neighborhood association.
3. Number of homes rehabilitated using City programs.
4. Number of substandard homes demolished and removed by the City.
5. Number of affordable dwelling units created using City programs.



CURRENT YEAR TACTICS		LEAD DEPARTMENT(S)
1. Neighborhood Plans	1a. Review Existing Plans—Review all adopted neighborhood plans and develop a report outlining the status of implementation activities.	Community Development
	1b. Develop a New Plan—Initiate and complete the South Greenville Neighborhood Plan.	
2. Neighborhood Associations	2a. Provide staff support and expertise to facilitate the establishment of two new neighborhood associations.	Community Development
	2b. Support Neighborhood Advisory Board efforts related to hosting an annual neighborhood symposium.	
3. Housing Programs	3a. Implementation of the adopted Housing Annual Plan (includes efforts related to the down payment assistance program, owner-occupied home rehabilitation, and infrastructure improvements).	Community Development
	3b. Expand the University Area Homebuyer Assistance program to West Greenville.	
	3c. Continue the Historic Preservation Pilot Loan program.	Community Development, City Manager's Office, and City Attorney's Office
	3d. Develop a strategy to transfer residential City-owned parcels that cannot legally or practically be developed (i.e. too small for a new house to be constructed) to adjacent homeowners.	
	3e. Continue efforts to develop new housing in the Lincoln Park neighborhood by partnering with third parties that agree to construct housing on City-owned properties.	Community Development
4. Neighborhood Aesthetics	4a. Continue minimum housing and nuisance code enforcement efforts.	Police
	4b. Continue support for the Neighborhood Improvement Grant program overseen by the Community Appearance Commission.	Community Development
5. Neighborhood Marketing	5a. Develop a neighborhoods page on the City's website to include maps, pictures and neighborhood profiles.	Community Development and Information Technology
	5b. Produce and air six "Neighborhood Spotlight" segments for GTV-9.	Public Information Office
6. Staff Resources	6a. Ensure that appropriate staff resources are available to support various neighborhood improvement efforts.	Community Development and City Manager's Office



GOAL 6: SAFE COMMUNITY

The City of Greenville will collaborate with citizens, businesses, and visitors to provide a safe community.

Performance Measures

1. Crime Rate (Part I crimes per 1,000 residents)
2. Traffic and pedestrian safety (motor vehicle and pedestrian crash incidents)
3. Resident perception of safety (data from biennial Citizen Survey)
4. Nuisance abatement cases closed
5. Fire/EMS response time
6. Fire inspections completed
7. Fire property loss (\$)

CURRENT YEAR TACTICS	LEAD DEPARTMENT(S)
<p>1. Police Department Three-Year Strategic Plan— Fully implement the first year of the Police Department's Strategic Plan 2014–2016. Current year tactics included in the Plan are provided below:</p> <p>1a. Community Engagement</p> <ul style="list-style-type: none"> • Maximize use of social media to deliver information to citizens city-wide. • Create periodic Public Service Announcements in partnership with local media outlets. • Formalize the Adopt-A-School Program in order to assign officers to each school within the city limits. 	<p>Police</p>

CURRENT YEAR TACTICS	LEAD DEPARTMENT(S)
<ul style="list-style-type: none"> 1b. Crime Reduction <ul style="list-style-type: none"> • Adjust law enforcement strategies to address changing City dynamics. • Increase capacity to offer Crime Prevention Through Environmental Design (CPTED) assessments. • Utilize Crime Reduction Initiative Area (CRIA) technique also known as Hot Spots Policing. • Increase bicycle patrol deployment. • Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program. • Continue efforts related to Focused Deterrence Program 1c. Leadership and Ethics <ul style="list-style-type: none"> • Develop and implement a Career Development Program. • Redevelop supervisor responsibilities and priorities through training and education. • Update Recruitment Plan. 1d. Optimize Organizational Structure <ul style="list-style-type: none"> • Review deployment structure. • Civilianization of applicable positions. • Reorganization of Code Enforcement Division. • Access needs for current and future substations. 1e. Technology and Infrastructure <ul style="list-style-type: none"> • Increase License Plate Recognition System (LPR) infrastructure. • Increase use of fuel-efficient vehicles in specific assignments. • Expand the Police Department's rifle program. • Expand the Police Department's bicycle program. 1f. Traffic Safety <ul style="list-style-type: none"> • Implement department-wide Data Driven Approach to Crime and Traffic Safety (DDACTS) program. • Deploy Light Detection and Ranging (LIDAR) Speed Measuring Instruments and License Plate Recognition System (LPRs). • Host four DWI checkpoints per year. • Provide periodic Public Service Announcements and Public Awareness Campaigns. 	<p style="text-align: center;">Police</p>
<p>2. Fire/Rescue Services</p> <ul style="list-style-type: none"> 2a. Fire/Rescue Department Assessment—Complete ICMA Fire/Rescue Department Assessment and begin implementation. 2b. Fire Inspection Program—Improve current fire inspection processes and increase efficiencies through the use of Geographic Information Systems. 2c. Educational Programs—Enhance public safety through improved fire and life safety educational programs. 2d. Education and Training—Provide CPR and AED training for the public and staff to improve opportunities for survival of patients in cardiac arrest. 2e. Grant Funding—Actively pursue grant funding to support life safety programs. 2f. Emergency Operations Plan—Review and coordinate the City's Emergency Operations Plan. 	<p style="text-align: center;">City Manager's Office and Fire/Rescue</p> <p style="text-align: center;">Fire/Rescue</p>

